

Effect of Workload and Organizational Culture on Employee Performance with Organizational Commitment as an Intervening Variable at PT Bank Mandiri (Persero), Tbk Area Medan Imam Bonjol

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ABSTRACT

Bank Mandiri is one of the best banks in Indonesia which has the most customers; therefore management must be able to improve employee performance by providing prima services to customers. Improving employee performance requires commitment of each employee to be able to work together for the benefit of the organization, then a better organizational culture is needed to provide the best service for customers, but with the pressure to improve employee performance, not all employees can work optimally. This is because the workload that the employee has is not in accordance with the employee's ability to complete the job. The purpose of this study was to determine and analyze the effect of workload and organizational culture on employee performance with organizational commitment as an intervening variable at PT Bank Mandiri (Persero), Tbk area Medan Imam Bonjol. Data collection in this study was conducted through a survey approach with quantitative descriptive research type by distributing questionnaires to 154 people. The data analysis method used is path analysis using SPSS 16 software. The results showed that workload has a positive and significant effect on employee performance. Partially organizational culture has a positive and significant effect on employee performance. Partially workload has a positive and significant effect on organizational commitment. Partially organizational culture has a positive and significant effect on organizational commitment.

Partially organizational commitment has a positive and significant effect on employee performance.

Keywords: Workload, Organizational Culture, Organizational Commitment, Employee Performance

INTRODUCTION

Banks are the most important financial institutions and greatly influence the economy both at micro and macro levels. Currently, banks have a large market share of the entire financial system. The role of banking in Indonesia is one of the backbones of the economy, because it has an intermediary function or acts as an intermediary between fund suppliers and fund users.

Bank Mandiri is one of the best banks in Indonesia which has the most customers, therefore management must be able to improve employee performance by providing prima services to customers. Improving employee performance requires commitment of each employee to be able to work together for the benefit of the organization, then a better organizational culture is needed to provide the best service for customers, but with the pressure to improve employee performance, not all employees can work optimally. This is because the workload that the employee has

is not in accordance with the employee's ability to complete the job.

Employee performance as the level of employee success in carrying out their duties and responsibilities (Ismail, 2006). The success of an organization is of course inseparable from the role given by the human resources in it. The level of quality and professionalism of human resources in an organization will determine the level of success of the organization.

One of the factors that influence employee performance is shown by looking at the commitment that employees have in advancing the organization. Organizational commitment is a condition where employees take sides with certain organizations and their goals and desires to maintain membership in the organization. According to Robbins (2006) high job involvement means taking sides with an individual's particular job, while high organizational commitment means taking sides with the organization that recruits the individual.

The commitment of employees to their organization can be an important instrument to improve the performance of these employees (Khan, 2010). According to Robbins and Judge (2008) one of the specific results of a strong organizational culture is a decreased employee turnover rate. The harmony of goals achieved between employees and the organization through work culture will build an organizational commitment in employees. Apart from organizational commitment that affects employee performance, workload and work culture also greatly determine employee performance results.

The low commitment of employees to the organization is a loss to the company as well as to the employees themselves. Some of the losses due to low commitment that affect the company to leave first, losses for the organization, namely the damage to the social and communication structure in the organization, the loss of organizational members who may have high work performance and loss of satisfaction among

those who remain. Second, losses for those who leave are loss of seniority and additional income, stress associated with the transition process and impact on career paths.

At PT Bank Mandiri Tbk, the most obvious thing is the low organizational commitment, namely the high number of employees who do not complete work according to predetermined targets. This happens because the employee has two jobs, meaning that it is not in accordance with the SOP anymore at the beginning of the employee working at PT Bank Mandiri Tbk so that from work other than the main job, the employee is not sure about being committed to completing the job because it is seen from the work that it is very burdensome for employees to be able to finish the job. However, organizational commitment is always considered so important for the company because it affects performance, which assumes that employees are committed to the company.

According to Hart and Staveland (2008) workload is a group or a number of activities that must be completed by an organizational unit or incumbent within a certain period of time (the perceived relationship between the amount of mental processing capability or resources and the amount required by the task).

The workload experienced by members of the organization must also be considered to determine its effect on the intensity of organizational commitment. Work stress is stress that arises from excessive workloads and various time pressures from the workplace such as jobs that are being chased (deadlines). The higher the workload experienced by employees, the lower the organizational commitment they have (Syari, 2010).

Workload is the ability of the worker's body to accept work. From an ergonomic point of view, any workload that a person receives must be appropriate and balanced against the physical and psychological abilities of the workers who receive the workload. Workload can be in

the form of physical workload and psychological workload. Physical workload can be in the form of heavy work such as lifting, caring for, pushing. While the psychological workload can be in the form of the level of expertise and work performance of the individual with other individuals (Manuaba, 2000).

Excessive workload will result in both physical and psychological work stress and emotional reactions, such as headaches, indigestion and irritability. Meanwhile, the workload is too little where the work is done because of the repetition of motion which causes boredom. Boredom in routine daily work due to too few tasks or work results in a lack of attention to work, thus potentially endangering workers.

Organizational culture is also a factor that affects employee performance. Organizational culture is the values that develop in an organization, where these values are used to direct the behavior of organizational members (Soedjono, 2005). The behavior of these employees is influenced by the environment in which they work which is formed through organizational culture, where the presence of culture in an organization is expected to improve employee performance.

Cultural issues are essential for an organization or company, because they will always be related to the life that exists in the company. Organizational culture is a philosophy, ideology, values, assumptions, beliefs, hopes, attitudes and norms that are shared and binding in a particular community. Specifically, the culture in the organization will be determined by the conditions of the team work, leaders and characteristics of the organization as well as the current administration process.

The phenomenon regarding organizational commitment can be seen from the ability of employees to achieve targets that are not achieved and employees cannot ensure that the work completed can be completed on time, this is due to the policy made by PT Bank Mandiri (Persero), Tbk Medan area Imam Bonjol, namely

adding Employee jobs outside of the job description and also related to the workload of employees of PT Bank Mandiri (Persero), Tbk Medan area Imam Bonjol, where many employees experience fatigue and even stress due to workloads that exceed the ability of employees that do not match the job description anymore. This can be seen from some tellers doing work outside of their jobs, namely employees are assigned by the Bank to leave the counter and do marketing to companies.

There is a policy from the organization that requires employees to work outside of their main duties, such as tellers having to work outside of their main activities by marketing Bank Mandiri products to customers so that their main task as collecting customer funds is no longer focused. This also happens to customer service, whose main job is to serve and handle customer complaints at the counter, but the addition of work outside of the main job results in customer service having to do this work resulting in an inappropriate workload.

The purpose of this study was to determine and analyze the effect of workload and organizational culture on employee performance with organizational commitment as an intervening variable at PT Bank Mandiri (Persero), Tbk area Medan Imam Bonjol.

RESEARCH METHODS

The type of research used is descriptive quantitative research. Quantitative descriptive research includes data collection to test hypotheses or answer questions about the current status of research subjects (Kuncoro, 2003). The approach used in this research is a survey approach, namely the activity of collecting as much data as possible about the facts that are supporting the research with the intention of knowing the status, symptoms of finding similar status by comparing with the standards that have been selected or determined (Arikunto, 2002). The nature of the research is explanatory research.

Sugiyono (2008) states that explanatory research is research that intends to explain the position of the variables studied and the relationship between one variable and another.

The population in this study were 248 frontliners of PT Bank Mandiri (Persero), Tbk area Medan Imam Bonjol. The sample is part of the population to be studied and which is considered to describe the population, to determine the required sample with a known population size of 248 people, the researcher uses the Slovin formula as many as 154 people.

Data collection in this study was conducted through a survey approach with quantitative descriptive research type by distributing questionnaires to 154 people.

The data analysis method used is path analysis using SPSS 16 software. The regression model used simple linear regression.

RESULT

General Description of the Company

Bank Mandiri was established on October 2, 1998, as part of the banking restructuring program implemented by the Indonesian government. In July 1999, four state banks, namely Bank Bumi Daya, Bank Dagang Negara, Bank Ekspor Impor Indonesia and Bank Pembangunan Indonesia were merged into Bank Mandiri, each of which has an integral role in the development of the Indonesian economy. To this day, Bank Mandiri continues a tradition of more than 140 years of contribution to the banking sector and the Indonesian economy.

Regression Test (Partial Test)

The partial results of hypothesis testing I can be seen in Table 1.

Table 1. Partial Test I

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.531	.977		3.612	.000
	Workload	.280	.062	.368	4.495	.000
	Organizational Culture	.457	.081	.461	5.628	.000

Source: Research Results (Data Processed)

Based on Table 1, the partial test results are obtained as follows:

The t_{count} value for workload (4.495) is greater than the t_{table} value (1.65), or the sig t value for workload (0.000) is smaller than alpha (0.05). Based on the results obtained, H_0 rejects and accepts H_1 for workload. Thus, partially workload has a positive and significant effect on employee performance, meaning that workload has a significant effect on improving employee performance.

The t_{count} value for organizational culture (5.628) is greater than the t_{table} value (1.65), or the sig t value for organizational culture (0.000) is smaller than alpha (0.05).

Based on the results obtained, H_0 is rejected and H_1 is accepted for organizational culture. Thus partially organizational culture has a positive and significant effect on employee performance, meaning that the presence of organizational culture from employees will have a real impact on improving employee performance. The results show that the dominant organizational culture influencing employee performance means that organizational culture is more decisive in improving employee performance.

The partial results of hypothesis testing II can be seen in Table 2.

Table 2. Partial Test II

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.969	.902		3.293	.001
	Workload	.419	.057	.459	7.298	.000
	Organizational Culture	.560	.075	.471	7.476	.000

Source: Research Results (Data Processed)

Based on Table 2, the partial test results are obtained as follows:

The t_{count} value for workload (7.298) is greater than the t_{table} value (1.65), or the sig t value for workload (0.000) is smaller than alpha (0.05). Based on the results obtained, H_0 rejects and accepts H_1 for workload. Thus, partially workload has a positive and significant effect on organizational commitment, meaning that workload has a significant effect on increasing organizational commitment.

The t_{count} value for organizational culture (7.476) is greater than the t_{table} value (1.65), or the sig t value for organizational culture (0.000) is smaller than alpha (0.05).

Based on the results obtained, H_0 is rejected and H_1 is accepted for organizational culture. Thus partially organizational culture has a positive and significant effect on organizational commitment, meaning that the presence of organizational culture from employees will have a real impact on increasing organizational commitment. The results show that the dominant organizational culture influencing organizational commitment means that organizational culture is more decisive in increasing organizational commitment.

The partial results of hypothesis testing III can be seen in Table 3.

Table 3. Partial Test III

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.568	.983		3.629	.000
	Organizational Commitment	.649	.042	.779	15.303	.000

Source: Research Results (Data Processed)

Based on Table 3, the partial test results are obtained as follows:

The t_{count} for organizational commitment (15.303) is greater than the t_{table} value (1.65), or the sig t value for organizational commitment (0.000) is smaller than alpha (0.05). Based on the results obtained, H_0 is rejected and H_1 is accepted for organizational commitment. Thus, partially organizational commitment has a positive and significant effect on employee performance, meaning that organizational commitment has a significant effect on improving employee performance.

CONCLUSION AND SUGGESTION

Conclusion

The results showed that workload has a positive and significant effect on employee performance. Partially organizational culture has a positive and significant effect on employee performance. Partially workload has a positive and significant effect on organizational commitment. Partially organizational culture has a positive and significant effect on organizational commitment. Partially organizational commitment has a positive

and significant effect on employee performance.

Suggestion

Based on the previous conclusion, the researchers provide the following suggestions:

1. It is hoped that the leadership of PT Bank Mandiri (Persero), Tbk Medan area Imam Bonjol can be wise in making the right decisions to make a policy regarding the workload of employees and run work programs in accordance with the job description and provide direction for employees to improve performance employees by giving direction to their luggage so that work can be completed within a predetermined time.
2. It is hoped that PT Bank Mandiri (Persero), Tbk Medan area Imam Bonjol directs employees to follow the organizational culture set by the bank in providing excellent service to customers and directing employees by showing high enthusiasm in introducing organizational culture to customers.

3. It is hoped that PT Bank Mandiri (Persero), Tbk Medan area Imam Bonjol creates a strong commitment to fellow employees. This can be done by providing opportunities for employees to have careers at Bank Mandiri, showing that employees are assets in growing the organization and giving enthusiasm to employees.
4. For further researchers it is expected to add other variables which are thought to have a major influence on employee performance.

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How to cite this article: Omela Y, Lumbanraja P, Absah Y. Effect of workload and organizational culture on employee performance with organizational commitment as an intervening variable at PT Bank Mandiri (Persero), Tbk Area Medan Imam Bonjol. *International Journal of Research and Review*. 2021; 8(1): 490-495.
